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8 May 1967

MEMORANDUM FOR: Director of Training

SUBJECT : IG Survey on CT Program

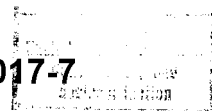
Following are my comments on appropriate parts of the IG survey of the CT Program:

a. Page 16, recommendation 2 c., (that the DTR afford earlier identification of CTs to the directorate where they will ultimately be assigned). COMMENT: I would suppose that in the end it is the directorates which decide whether to accept individual CTs but I presume that OTR could attempt to persuade the directorates to make up their minds sooner. We are still left, however, with the question of how soon is sooner and I am not familiar with all the administrative problems which limit this timing.

b. Page 16, recommendation 2 d., (add former CTs with recent experience in operating components to the CT Staff). I agree that it makes sense as a minimum that CT staffers maintain the closest of liaison with those elements in the directorates which make the firm personnel hiring decisions. I would assume in fact that they already do so.

c. Regarding the overall criticisms in the report of the length of the training and the recommendations that the training be accomplished in a shorter period of time, I suggest that the critics are

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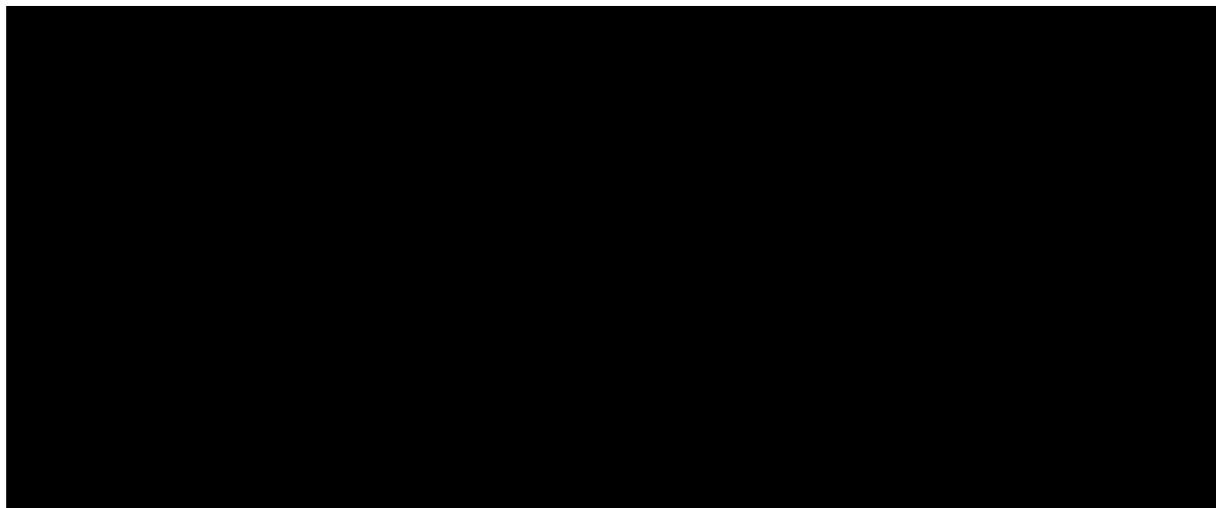


falling into the same error which they themselves are criticizing, namely to define appropriate training in terms of any period of time rather than in terms of the objectives. I would grant that budgetary factors could play a role in determining the length of training, and efficiency of teaching methods also.

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d. Page 82, the recommendation to eliminate on-the-job training. Really that amounts to shifting this period until after formal training is finished. I do not believe that the value of making this shift is as obvious as the report seems to believe but on balance they could be right. Re the elimination of the Soviet Ops and [REDACTED], this has already been done. Re the shifting of the Headquarters Desk Training Course until the CTs are ready for assignment to a desk, this recommendation follows automatically if the recommendation to eliminate the present on-the-job training period is accepted.

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[REDACTED]
Chief, Operations School/TR